

# The MIGHTY EIGHTH VOICE



**News from around 8th Air Force**

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## Chilton takes command of 8th AF

*Capt. Carla Pampe*  
Eighth Air Force Public Affairs

**BARKSDALE AIR FORCE BASE, La.** – Leadership of Eighth Air Force changed hands Aug. 10 when Lt. Gen. Kevin Chilton assumed command from Lt. Gen. Bruce Carlson, becoming the 45th commander of the “Mighty Eighth.”

General Carlson has been assigned as the commander of Air Force Materiel Command at Wright-Patterson Air Force Base, Ohio.

Gen. Ronald Keys, commander of Air Combat Command, presided over the ceremony, with Lt. Gen. Robert Kehler, deputy commander of U.S. Strategic Command.

“As you supporters, members and former members of Eighth Air Force well know, the ‘Mighty Eighth’ has a storied and envied history across its life – a life of courageous, committed and innovative airman,” General Keys said. “It was those committed Airman who began the great legend of Eighth Air Force, fought and died in World War II, grew to the ‘Mighty Eighth’ that could generate 2000 bomber and 1000 fighter sorties, and birthed what is now USAFE, and Strategic Air Command.

“Today, just as we did through the Cold War, the ‘Mighty Eighth’ still provides the muscle of our air breathing nuclear deterrent,” he added. “What you may not appreciate is that Eighth Air Force is continuing to lead all parts of our Air Force’s vision of global vigilance, global reach, and global power - the ability to see first, understand first, and act first.”

Before relinquishing command, Gen-



Photo by Airman 1st Class Trina Flannagan

**Lt. Gen. Kevin Chilton, right, accepts command of 8th Air Force from Gen. Ronald Keys, Air Combat Command commander, during a ceremony here Aug. 10.**

eral Carlson bid farewell to his troops.

“There have been a significant number of changes in 8th Air Force over the past 39 months,” he said. “We’ve been through three AEF [Air and Space Expeditionary Force] rotations ... celebrated the 60th anniversary of Eighth Air Force ... earned an Air Force Outstanding Unit Award ... rebuilt the headquarters – literally from ashes ... and participated in the Joint Expeditionary Force Experiment 04 and Blue Flag 05-01.”

General Carlson said in a farewell message to his troops, “For more than three years I’ve had the pleasure of working with enlisted members, officers and civilians of the ‘Mighty Eighth.’

You’ve accomplished the mission our nation entrusted you with well, and contributed to the command’s rich legacy of service. You have been at the forefront of our country’s battles and served as the bearers of hope and guardians of peace. For that you deserve our nation’s gratitude, and you have mine.”

After officially taking command of the “Mighty Eighth,” General Chilton addressed his troops for the first time.

“Leading change in any organization, let alone one of the size and breadth of 8th Air Force, is perhaps the toughest challenge any leader can face,” General

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**Built on History...Forged on Innovation**

# Former commander says farewell

By Lt. Gen. Bruce Carlson  
8th Air Force commander

I would like to take this opportunity to express what an honor it has been to command one of the Air Force's most historic and respected commands.

For more than three years I've had the pleasure of working with enlisted members, officers and civilians of the Mighty Eighth.

You've accomplished the mission our nation entrusted you with superbly, and contributed to the command's rich legacy of selfless service.

You have been at the forefront of our country's battles and served as the bearers of hope and guardians of peace. For that you deserve our nation's gratitude, and you certainly have mine.

There have been a host of changes in Eighth Air Force over the last three years. A few of the milestones include open-

ing the Strategic Command Combined Air Operations Center, standing up the 608<sup>th</sup> Strategic Operations Squadron, activating 8<sup>th</sup> Air Force Detachment 1 and reopening the 8<sup>th</sup> Air Force Headquarters building. Not to mention the successful Joint Expeditionary Force Experiment '04, Blue Flag '05, and the many exercises that proved our resolve and competence.

It has been a busy time for all of us. Through innovation you've taken this command to the leading edge of modern war fighting. You've made valuable contributions in the Global War on Terror and added to the proud heritage of Eighth Air Force.

Vicki and I have thoroughly enjoyed the hospitality of the Bossier City and Shreveport communities. From the very beginning you have welcomed us with open arms. We'll recall with fondness the fine people



**Lt. Gen. Bruce Carlson**

and lasting friendships we've made in the community, and from bases around the command.

It's been my privilege and honor to lead this

team. I am proud of your accomplishments. You have my deepest respect, as you continue to carry Eighth Air Force's proud tradition of excellence into the future.

## The "Mighty Eighth" Voice

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# Suicide: Ignoring the signs can cost a life

By Master Sgt. Dee Ann Poole  
509th Bomb Wing Public Affairs

**WHITEMAN AIR FORCE BASE, Mo.** — When I was a sophomore in high school, my older brother, Rick, moved in with my dad, my younger sister and me. Rick was 29, a father of two, unemployed, having marital problems and having a hard time dealing with the loss of our mom a year earlier.

Rick and I didn't talk about personal feelings, though. Maybe it was because I was only 16. I assumed my dad talked to him, but I'll never know. Rick is no longer alive and my dad, who died in December 2001, never talked about that April day that ended so tragically.

In 1980, suicide was a whispered word. People didn't talk openly about it. Maybe it's because they didn't know how to recognize the signs and offer help. Maybe it was thought of as a cop out.

It's not until after the event that people find themselves saying, "If only...."

But why must we say that? There's no easy answer because we won't be able

to stop all suicide attempts. But we can do our best to help someone who may feel suicide is the only answer to life's problems.

The Air Force began its battle against suicide in 1996 when it



Illustration by Tech. Sgt. Mat Nisotis

created the Air Force Suicide Prevention Program. It was designed to educate people on the symptoms of suicide and curb what appeared to be an increasing number of suicides among active-duty members.

In the five years before the program started, the Air Force averaged 60 deaths annually. Since 1996 there's been a noticeable reduction in the number of suicides. Between 1998 and 2000, the service averaged 28 suicides annually. From 2001 to

2004, though, suicides increased to an average of 38 per year. Of those, 49 took place in 2004.

Unfortunately, the trend is increasing because some people still see suicide as the only way to

fix their problems.

Even one is too many. The burden carried by the people who are left behind is tremendous. No one can be replaced. It's impossible.

So how can we help reduce the number of suicides? We must know the symptoms and help people find a cure.

Many stressors can trigger a suicide. The most common are relationship, financial and legal concerns.

Thanks to the Air Force Suicide Prevention Program, we now know what the stressors are and that help is available for nearly every problem. On base, help can come from chaplains, the life skills center, family support center, Air Force Aid Society and more. Off base, there are even more agencies that offer assistance.

When Rick died, we didn't know what to look for. We didn't have the training or the knowledge to help him overcome his problems.

Would Rick still be here today if we had known how to help? I don't know. But I do know everyone in my family would feel better knowing we tried to save his life. Instead, my dad lived with the guilt of finding my brother hanging from a beam in the garage.

I urge all of you to be aware of what's going on with those you know and point them in the right direction before life's stressors overwhelm them.

When a person is at risk of committing suicide, it's better to try to help than to live with the guilt of being quiet. Guilt can be a heavy burden. I know because my dad lived with it.

*I'll never know. Rick is no longer alive and my dad, who died in December 2001, never talked about that April day that ended so tragically.*

# Beale pilot will be missed by many

*By Airman 1st Class  
Candace Romano  
9th RW Public Affairs*

**BEALE AIR FORCE BASE, Calif.** – The Air Force recently lost a top aviator, officer and leader.

Maj. Duane Dively, 43, of Rancho California, Calif., paid the ultimate sacrifice in the name of freedom – his life.

Solemn faces and quiet voices preceded the press conference held for the local media at Dock 6 June 24, interrupted intermittently by the sound of a U-2 Dragon Lady taking off on the flightline. A portrait of Major Dively, smiling and proud in his full-pressure suit, embodied his character silently.

“Our Air Force family is keeping Major Dively’s family and friends in our thoughts and our prayers during this time of mourning,” said Col. Lawrence Wells, 9th Reconnaissance Wing commander. “He gave his life supporting the democratic ideals we all treasure so dearly. We will honor his memory for the sacrifice he made, doing what he loved to do, while serving as a military professional.”

Major Dively died June 22 when his U-2 aircraft crashed in Southwest Asia. He had completed flying an Operation Enduring Freedom mission and was returning to his base when the crash occurred.

Major Dively was assigned to the 1st Reconnaissance Squadron under the 9th Operations Group at Beale, serving at a deployed location under the 380th Air Expeditionary Wing.

“The Airmen of the 9th Operations Group and Team Beale grieve the loss of a family member,” said Col. Gregory Kern, 9th OG commander. “Major Dively was a man dedicated to defending the nation. He was a voracious leader and an officer who was highly respected and highly sought after.”

Major Dively served as the chief of standardization and evaluation division under the 1st RS at Beale, a position held only by the most highly-experienced, qualified U-2 pilots.

An interim safety board was put in place in Southwest Asia, and the Air Force is currently investigating the cause of the crash. The crash site has been secured to ensure the safety of local citizens and evidence preserved for the Safety Investigation Board, which will establish the root cause of the crash and make recommendations to prevent similar incidents from happening in the future.

Major Dively was deployed to the region for about six weeks when the crash occurred.

“When called upon to deploy, he saluted smartly and went to serve in combat



**Maj. Duane Dively**

once again,” said Lt. Col. Walt Flint, 1st RS commander.

The major had plans for retirement after his deployment ended in July.

“Major Dively has been flying the U-2 for more than a decade and was one of our most experienced and respected pilots,” said Colonel Kern. “He served this nation for 20 years, first as a U.S. Marine then as an Air Force Airman, from the height of the Cold War to the midst of the war on terrorism. A war-

rior dedicated to the security of our nation, his family and friends can be proud, and his country is thankful for his devoted service.”

He had been with the 1st RS flying the U-2 under the 9th RW. Over 10 years, Major Dively accrued more than 1,000 hours of U-2 flight time and an additional 200 hours flying combat missions in support of various missions.

“Major Dively coordi-

● See PILOT, page 5



● *PILOT, from page 4*

nated, supervised and flew over 50 highly sensitive missions in support of Operations Enduring and Iraqi Freedom,” said Colonel Flint. “He skillfully and flawlessly recovered numerous emergency aircraft including a U-2 damaged by severe turbulence while flying over Iraq.”

The officer’s passing has affected members of the 1st RS, as well as across the Beale community.

“Duane Dively impacted all of our lives in one significant way or another. He was a great example to many of us who worked with him daily or were trained by him,” said Colonel Flint. “It was very hard for all of us to pick ourselves up right away and fly again. But it’s a great tribute to Major Dively’s legacy that we were able to press ahead like warriors though the tragedy. I know that’s exactly what he would want, since he routinely trained our student pilots to focus on flying the aircraft while dealing with difficult and unforeseen circumstances at the same time.”

Major Dively was one of about 80 U-2 pilots worldwide, and the first U-2 pilot to die during Operation Enduring Freedom. He is also the first to die in a U-2 crash since 1996, when a U-2 crashed in Oroville, killing the pilot.

Immediately following news of the crash, all Beale pilots observed a day in honor of the fallen officer.



Photo by Airman 1st Class Candace Romano

**Col. Lawrence Wells, 9th Reconnaissance Wing commander, and Col. Gregory Kern, 9th Operations Group commander, speak about Maj. Duane Dively during a press conference at Beale Air Force Base, Calif., June 24.**

*“He gave his life supporting the democratic ideals we all treasure so dearly.”*

*Col. Lawrence Wells*  
9th Reconnaissance Wing commander

Although the U-2 is nearing its 50th Anniversary, modifications and upgrades over time have allowed the Air Force to continue utilizing the aircraft.

“The U-2 has a long history of superb performance; this year it is nearing 50 years of operation in which it has provided critical intelligence, surveillance and reconnaissance information for the protection and de-

fense of our nation,” said Colonel Wells. “Major Dively was at the leading edge of U-2 operations and he will be missed.”

U-2s fly over 2,000 sorties a year worldwide. While conducting missions in the area of responsibility, U-2s fly almost daily in support of Operations Enduring and Iraqi Freedom.

The roaring of a U-2’s engine during takeoff

brought those at the press conference to a moment of silence.

“We love that sound,” Colonel Wells said with a smile. “It’s the sound of freedom.”

It is the same freedom that many, including Major Dively, have given their lives for.

A memorial service for Major Dively was held June 30, followed by military honors at Gridley-Biggs Cemetery in Gridley, Calif.

Major Dively’s family requests those who want to honor his memory make donations to the Duane Dively Memorial Fund at P.O. Box 1347, Yuba City, CA 95992.

# First Future Total Force wing proves successful

By Tech. Sgt. Beverly Isik and Airman  
1st Class Paul Ryan  
116th Air Control Wing Public Affairs

**ROBINS AIR FORCE BASE, Ga. (AFPN)** – The first Future Total Force wing, the 116th Air Control Wing, is nearing its third birthday since merging active-duty Air Force, Army and Air National Guard units to form a “blended wing.”

In October 2002, America’s first total force wing took flight as the 116th ACW and made history by combining active-duty Airmen and Soldiers from the 93rd ACW, along with Georgia Air National Guardsmen from the 116th Bomb Wing. The two wings formed one cohesive unit, flying the E-8C — the world’s only Joint Surveillance Target Attack Radar System.

The merger combined the talents of Airmen, Soldiers, guardsmen and civilians to train and deploy combat mission-ready aircrews to conduct ground surveillance, target detection, and battle tracking necessary for the plans and operations of joint force commanders around the world.

Three months after the merger, the wing deployed nine of its then 11 aircraft and 750 troops to support operations Iraqi Freedom and Enduring Freedom.

“We integrated successfully and went to war successfully at the same time,” said Brig. Gen. George T. “Tom” Lynn, 116th ACW commander and an Air National Guardsman. “The real success story of the 116th is the men and women in this organization who wanted to make this work. The people who helped forge this total-force wing will always be a part of Air Force history.”

“There are plans for other organizations to form some type of total force constructs,” he said. “We may end up being the only truly ‘blended wing’ in the Air Force, but it works great for the 116th.”



File photo

**An E-8C, the world’s only Joint Surveillance Target Attack Radar System, flies a mission for the 116th Air Control Wing. The 116th is nearing its third birthday since merging forces from the Air Force active-duty, Army and Air National Guard.**

But their success didn’t come easily.

Blending presented challenges for almost everyone involved. From the Air National Guard commander down to the brand-new active-duty Airman, the two cultures collided and there was little guidance from higher headquarters.

“Since we have become one team, sometimes it is difficult to determine what status a person is in,” said Chief Master Sgt. Linda Bynum, chief of manpower for the wing. “There is no easy way to distinguish between categories of people since (Air Reserve Technicians) wear their uniform every day.”

An Air Reserve Technician is a government civilian employee who during the week wears a military uniform. By law, an ART cannot perform certain command actions against and active-duty Airman except when activated.

While it is a good thing that people cannot distinguish the difference, it is important to know the status since there are certain things that people cannot ask

technicians to do when they are not on military status, Chief Bynum said. This is both for the protection of the ART and supervisor.

“Although it may be frustrating at times for the leader, we still have to accept this as a cultural difference and deal with it in a professional manner,” she said.

Despite these challenges, the chief firmly believes the unit is a success.

“The wing has implemented policies and procedures to comply with both active-duty and Air National Guard policies, and we have proven that we can meet the mission requirements of the theater commanders, and that’s what the mission is all about,” she said.

One of the biggest benefits the chief said she sees in the Future Total Force wing is the variety of perspectives and experiences each side brings to the table.

“From my observations, (guardsmen) tend to be older and experienced, and have set processes in place,” Chief



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Chilton said. "And I can think of no organization in our Air Force that has undergone as much change as 8th Air Force has in the past three years."

"Our Air Force needed a special officer to lead this tremendous team through that turbulent airspace," the general continued, "And we all were blessed to have the likes of Lt. Gen. Bruce Carlson with his hands on the yoke and throttles during this crucial period. Sir, what a marvelous job you and your team have done throughout your command. I stand in awe of all that you have accomplished in such a short period of time."

General Chilton said he looks forward to being a part of the Shreveport-Bossier City community.

"Cathy and I have never been more warmly welcomed to any new location - let alone welcomed months in advance of our arrival - than by the Bossier City/Shreveport Community," he said. "Your outreach, even as early as last fall, only made us all the more

anxious to come to Barksdale, and we very much look forward to meeting you all and working with you."

The commander said he was honored to join great and historic organization.

"Standing here today one cannot help but feel the incredible power of the tradition and history of the 'Mighty Eighth' Air Force," he said. "Certainly the accomplishments of those heroes who have gone before us are awe-inspiring for any one of us who has the privilege to join this storied organization. And, today, to be given the opportunity to lead 8th Air Force.... in the middle of a Global War.... and during a period of rapid change and growing capability is indeed a most humbling honor."

Finally, Chilton urged the members of the "Mighty Eighth" to look to the future.

"As we in Eighth Air Force look to the future we will remain committed to three things; victory today, change

for sustained dominance, and readiness at all times," he said. "We can ill afford to allow ourselves to be distracted from the imperatives to win today's war while preparing for the unpredictable threats that will surely arise to challenge America in the 21st century."

Chilton added that Eighth Air Force will remain committed to developing the physical, organizational and personnel equities necessary to play its role in keeping the Air Force the dominant military force on the planet.

"The 'Mighty Eighth' team has all the tools and the incredible professionals to fulfill and sustain the Air Force Vision of Global Reach, Global Power and Global Vigilance," he said. "We are engaged today, we will continue to change as we have done throughout our history to maintain our dominance and we will be ready for tomorrow. I am proud to count myself among those who have served and those

who serve today in the 'Mighty Eighth.'"

As the commander of the "Mighty Eighth," Chilton oversees the wartime readiness of approximately 240 aircraft, 43,100 active-duty military, Air National Guard, Reserve and civilian people and 11 wings. Eighth Air Force is one of three active-duty numbered air forces in Air Combat Command.

Chilton comes to Eighth Air Force from a position as acting Assistant Vice Chief of Staff, Headquarters U.S. Air Force, Washington, D.C. General Chilton is a distinguished graduate of the U.S. Air Force Academy Class of 1976. A Guggenheim Fellow, he completed a Master of Science degree in mechanical engineering at Columbia University. He flew operational assignments in the RF-4C and F-15 and is a graduate of the U.S. Air Force Test Pilot School.

He is a command pilot with more than 5,000 flying hours.

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Bynum said. "This is a plus for the experienced members to train the active-duty Airmen who rotate in and out."

And, the guardsmen get the benefit of new ideas on improving those processes from the diverse views of the active-duty Airmen, she said.

Wing leaders learned early on that being the first is not always easy.

The "people issues" were one of the greater challenges the wing faced when merging, General Lynn said.

"There was a great lack of knowledge by the active-duty and the Air Na-

tional Guard members of each other's systems: pay, promotion, recognition, etc.," he said.

The way the wing overcame this unfamiliarity was through education and day-to-day exposure to each other's ways.

"It (was) imperative that people meet these issues head-on without fostering an 'us and them' atmosphere, but instead fostering an atmosphere of 'one wing, one family, one fight,'" General Lynn said.

The two wings joined with essen-

tially no direction other than, "Make it happen and don't fail," General Lynn said.

There was no template to follow, the general said.

"We didn't have the benefit of lessons learned," he said. "Therefore, many of the issues we faced were new and unexpected."

But ask almost anyone in the wing, the general said, and they will say the blending has been a success. (*Tech. Sgt. Mike Spaits, of Air Force Print News, contributed to this article.*)

## 480th Intelligence Wing welcomes new commander

**LANGLEY AIR FORCE BASE, Va.** – Col. Judy G. Chizek assumed command of the 480th Intelligence Wing in a ceremony at the Aircraft Static Display Hangar here July 8. Lt. Gen. Bruce Carlson, 8th Air Force commander, presided over the ceremony.

“Family, friends and warriors of the wing, it is great to be here today to be a part of this special and time-honored tradition,” said General Carlson. “This is an opportunity to reflect, but also to look ahead to the future.”

The general recounted that the men and women of the 480th IW have identified 160 enemy facilities, been a part of 2,400 U-2, Global Hawk and Predator missions and provided approximately 150,000 intelligence reports and products to the warfighter in only a short amount of time. Additionally, the wing set up a round-the-clock support cell providing imagery within 72 hours of the tsunami that struck South Asia in December.

“It’s only been 18 months since the wing stood up, but your accomplishments are amazing and you are truly at the forefront of combat everyday,” added General Carlson. “Thank you for the great things you do for the Air Force and the country. I’m confident you’ll continue that trend under Col. Chizek’s leadership.”

Colonel Chizek comes to



Courtesy photo

**Members of the 480th Intelligence Wing stand in formation at the change of command ceremony July 8.**

the 480th IW from Ramstein Air Base, Germany, where she was the 26th Information Operations Group commander. She becomes only the second commander in the history of the wing which was activated Dec. 1, 2003.

“What an experience,” said Colonel Chizek as she thanked General Carlson for selecting her to command the wing. “To the 480th Intelligence Wing ... we have work to do. The attack in London emphasized that the fight against terrorism is ongoing and you are in the fight every day.”

An assumption of command versus a change of command ceremony was necessary because Col. Larry Grundhauser, the wing’s commander from its activation

until June 1, was asked to report to his new assignment at U.S. Northern Command in Colorado in early June.

The 480th IW is the lead wing for Air Force Distributed Common Ground System operations providing global distributed and reachback intelligence, surveillance and reconnaissance. The wing presents multidiscipline ISR forces to enable dominant air and space power by Combat and Mobility Air Forces. It is the Center of Excellence for geospatial intelligence, target analysis, precision engagement and measurement and signature intelligence.

The wing employs more than 1,850 active duty, civilian and contractor personnel in more than 50 Air Force

specialties and is comprised of three groups, one at Beale AFB, Calif., and two here. Subordinate to the wing’s groups are eight active duty squadrons located at Beale AFB, Offutt AFB, Nebr., and here. Five Air National Guard intelligence units, located in Alabama, Arkansas, California, Kansas and Nevada, can be called up in crisis or wartime. The ANG units bring approximately 440 additional personnel to augment the wing’s forces.

Colonel Chizek and her husband Jim have three children, Samuel, Jacob and Ivamaria.

“The war against terrorism is a war we have to win and I am honored to join the fight,” said Colonel Chizek. “I am here to serve.”



# 8 AF welcomes new command chief

By Tech. Sgt. Jeff Loftin  
8th Air Force Public Affairs

*Editor's note: The following is an interview with the new Eighth Air Force Command Chief, Chief Master Sergeant Michael Sullivan.*

**PA:** Can you tell me a little about your previous job?

**CS:** The job I just came from was the command chief of the 366 Fighter Wing at Mountain Home Air Force Base. ... It had a great combat heritage and wonderful leadership.

**PA:** How does this job compare?

**CS:** The scope of responsibility here is much broader. It's a bit daunting, but exciting as well.

**PA:** What does being a NAF command chief mean to you?

**CS:** It gives me an opportunity to give back on a broader scale. When you become a chief, your whole focus is on how you can make the Air Force better for the next generation. In this capacity the challenge is you're spread very thin. But the reward is you have the opportunity to have a broader scope of influence. The frustration is, many times you have to do that in 15-second sound-bites. That's a real challenge.

**PA:** Where did you grow up?

**CS:** I grew up in a trailer park near Luke Air Force Base, Ariz., where my dad worked as a weapons loader for Lockheed Air Service after he left active duty. We're an Air Force family. My father is a retired technical sergeant. My brother is a retired master sergeant.

**PA:** So did you always plan an Air Force career?

**CS:** I actually thought I would spend my four years, get my G.I. Bill,



**Chief Master Sgt. Michael Sullivan**

go to college and come back as an officer. But, plans change and I've been pleased with my choices. I had an opportunity to pursue a commission when I was about 24 years old. With the options available to me at the time I didn't think I would have as much of an opportunity to make a difference. I've never regretted the choice I made to remain in the enlisted corps.

**PA:** What do you consider the highlights of your career?

**CS:** I've had the opportunity to do a lot of different things. It meant an awful lot to me to get to work on the flight line as a crew chief like I did on C-130s in the late '70s, then KC-135s after that. I got to work as a recruiter. My father was my first enlistment in the Arizona National Guard. The fact that I got to serve with the Guard is going to help me in this job.

Being an AWACS flight engineer gave me the opportunity to see what we were doing everyday on CNN that evening. That was one of the most rewarding jobs I've had.

I think my favorite job, up until

now, was being an Airman Leadership School flight chief at Spangdahlem Air Base, Germany. I had the unique opportunity as a master sergeant to have a hand-picked staff and a semiautonomous operation with a broad scope of responsibility.

I also got to fly with the Royal Saudi Air Force where I was assigned for two years and I flew with NATO for three and a half years. So, I've got to fly combat support missions, operational missions with 16 different nations. When we use that catch phrase that has become our slogan "America's Air Force, No One Comes Close" our sister services often see that as a little arrogant. Our allies will sometimes tell you that it sounds arrogant. But, I'm a guy who has had the unique opportunity to experience it from the aspect of operating in an actual mission environment. I can tell you that it is absolutely true.

**PA:** What is your leadership philosophy?

**CS:** It's pretty simple. I expect a lot of myself and I expect a lot of the people who choose to serve in our Air Force. First and foremost I want our troops to make conscious and proactive choices to do the right thing. When he was at Notre Dame, Coach Lou Holtz used to use a simple way to communicate moral expectations for his players. He's told his players "Do the right thing. Do your best. And, treat others like you'd want to be treated."

**PA:** Who are some of your heroes?

**CS:** My wife's grandfather is a hero to me. He flew B-24s in the Pacific in World War II. He had two

# Airmen help ASIST those in need

By Airman George Cloutier  
9th RW Public Affairs

**BEALE AIR FORCE BASE, Calif.** – Through the course of an individual's life, situations may arise that seem at times to be more than one can handle.

Air Force members are no exception to these unfortunate situations, and when such situations arise sometimes the idea of suicide seems like the only solution.

Recognizing this problem, the Air Force has put into place the Applied Suicide Intervention Skills Training program to help military members and their families recognize and prevent potential suicides.

"The first and most important aspect of suicide intervention is having the courage to help someone," said Tech Sgt. Noel York, NCOIC at the base chapel and ASIST instructor. "Most of the elements of suicide intervention have to do with having the courage to confront the problem."

As equally important as the courage to confront and help someone who may be considering suicide seem to be the skills necessary to detect when someone may be having such a problem.

"Always make sure to listen to people," said Senior Airman Michael Martin, a satellite communications apprentice at the 9th Aircraft Maintenance Squadron. "Don't be afraid to approach

people and ask them if they're alright."

Airman Martin recently saved the life of a military member by intervening in a suicide attempt.

"The number one thing is being there for people," said Airman Martin. "It is an inherent human trait to want and try to survive, just listen; you don't have to look for hidden meanings."

Individuals considering suicide usually attempt to indicate their intents in an indirect manner to someone they trust, such as a friend or family member.

"Look for indications such as giving away precious personal possessions or spending large amounts of money," said Airman Martin.

The ideas behind suicide prevention and intervention seem pretty basic. It could be said that really anyone could sense when someone may be having thoughts of taking their own life. The importance of training comes in however when considering how to deal with the situation.

"It is a lot easier to be courageous when a person has had training," said Sergeant York. "This is very similar to how it is easier to point a rifle down range and hit a target after an individual has been properly trained how to do so."

While the main idea of ASIST is saving the life of the individual who may be contemplating suicide, there is also the objective of



Photo by Airman George Cloutier

**Senior Airman Michael Martin recently saved the life of a military member by intervening in a suicide attempt.**

educating military members and their families on the effects of suicide on those around them.

"One of the messages that the ASIST program is trying to get out is just how severely a suicide can affect the lives of those associated with the individual," said Sergeant York.

A major element concerning suicide is the effect that the death of the individual can have on family, friends and co-workers.

"Suicide is more than an individual problem," said Sergeant York. "It ties into the unit health, and greatly affects the mission."

As well as a severe physical effect on the lives

of those associated with an individual who commits suicide, there is also a large amount of emotional damage that is incurred.

"It is the matters of the heart however that have the biggest impact," said Sergeant York.

With all of the above consequences in mind, perhaps now it is apparent why the Air Force community needs such a program as ASIST; to ensure that those who may be facing hardships in their life have someone who can recognize what they are going through, and offer them an alternative to taking their own lives.

For more information on the ASIST program, contact your base chapel.



# Warfare at the speed of light

By 1st Lt. Valerie Decker  
2d Bomb Wing Public Affairs

*"Even minutiae should have a place in our collection, for things of a seemingly trifling nature, when enjoined with others of a more serious cast, may lead to valuable conclusion."*

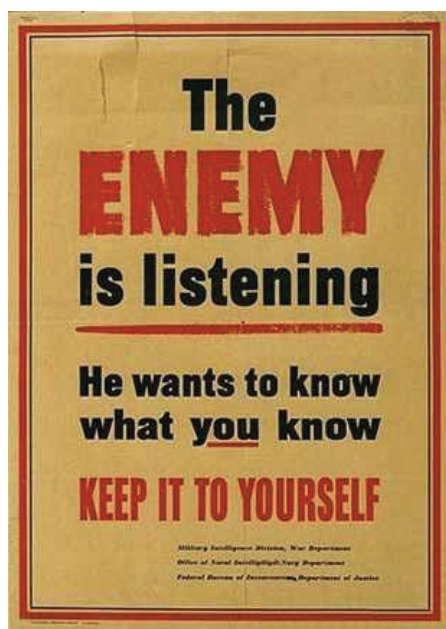
George Washington, our first president, was a known Operations Security practitioner.

NOTE: Due to Operations Security, the OPSEC planner is referred to as "Guy"

"The enemy is listening...he wants to know what you know...keep it to yourself."

A World War II-era poster carried this hard-hitting message to troops with the hopes that it would help prevent the interception of information.

Formal Operations Security began when Pacific Command realized operational security was breached during the Vietnam conflict. Enemy intelligence in Southeast Asia learned sensitive information about American combat operations in advance. The Commander-in-Chief, Pacific assembled a team named "PURPLE DRAGON" to determine how the enemy was learning this information. The team learned that traditional security and counterintelligence efforts were insufficient to deny the enemy critical information and indicators related to these missions. The team developed the analytical process to view U.S. operations from an adversary's point of view. The team recommended corrective actions to local commanders and OPSEC was born.



The 8th Information Warfare Flight at Barksdale provides OPSEC awareness for Airmen and their families. They are responsible for operations security, military deception, psychological operations, electronic warfare and computer network operations. The 8th IWF mission is to plan and employ information warfare tactics, techniques and procedures to deny, degrade, disrupt, deceive or destroy adversary information processes and other military capability critical to conducting military operations.

"OPSEC affects absolutely everyone in the military," said Capt. Chris Emch, acting 8th Information Warfare Flight commander. "The overall objective for OPSEC is that we try to prevent the enemy from taking unclassified information and using it to their advantage. We attempt to manage information that the adversary would have access to about plans and intentions."

OPSEC protects unclassified information and sensitive issues.

"OPSEC is an analytical process," Guy said, 8th IWF OPSEC planner. "The steps include: 1) identify information you need to protect, 2) assess the threat and their capabilities, 3) identify vulnerabilities someone could be watching, 4) assess risks and 5) implement countermeasures as appropriate such as Critical Information Lists or briefings—make people aware."

Practicing good OPSEC requires situational awareness, Captain Emch said. "OPSEC awareness is especially increased during deployments. We begin conducting briefings months ahead of deployments to make sure Airmen are aware of what to and what not to say. We also send out e-mail and distribute Critical Information Lists."

According to the CIL, general information Airmen should not divulge includes personal information of anyone involved in or supporting operations, travel itineraries of key leadership or staff, deployment of forces, supported air expeditionary force rotations and areas of concentration manning levels, shortfalls and augmentation requirements, cancellations/curtailment of leaves and/or passes, AOC training, readiness or efficiency status.

Deployment locations and talking about capabilities is sensitive information that many Airmen and families don't realize. "Family OPSEC is extremely important," Captain Emch said. "It's very easy for deployed members to tell their families when they're coming home. One Airmen calling home and giving out information is not a big deal. Multiple deployed Airmen leaking

● See **ENEMY**, page 12

## ● *ENEMY, from page 11*

information causes problems.”

Families and loved ones can use good OPSEC by simply remembering to keep deployed locations and departure arrival dates and times close hold. “It’s important to remember when you’re deploying to be aware of the things that you

say and give out,” Guy said.

“We have to manage the information an adversary can get. Exact dates of deployment may be unclassified, but still sensitive.

Always be aware of your surroundings—everyone including Airmen and families, has a responsibility to maintain good OPSEC.”

“The problem is that small tidbits of information are like puzzle pieces, each by itself is harmless but could give the adversary enough information to complete the picture and provide them with our intentions or capabilities,” Guy said. “The worst consequence that may

arise from violating OPSEC is ultimately the loss of life.”

Before calling your loved ones and giving out sensitive information remember the enemy is listening and he wants to know what you know. Do the right thing and keep it to yourself.

## ● *CHIEF, from page 9*

aircraft that got shot up bad enough that they had to be scrapped at the end of his missions. He’s a Purple Heart and a Distinguished Flying Cross recipient.

My father is one of my heroes. He was just a simple guy that worked his whole life to give us something better than what he had.

**PA: What do you consider to be the benchmark of a great leader?**

**CS:** Integrity and moral courage. It’s too easy to take the path of least resistance. Even though we have folks who have embraced our core values of integrity, service and excellence, it still takes moral courage to make some of those difficult decisions. General (Bruce) Carlson (8<sup>th</sup> Air Force commander) met with Rabi Resnikoff, who has been engaged by our Air Force to help us focus on morals. He used a great analogy that said when making a decision you need to ask yourself whether you’re making this decision based on your rights or your responsibilities. If you’re exercising your moral muscle as opposed to your rational thought process, you’re probably on the right path.

**PA: Tell us a little about your family.**

**CS:** I’m blessed with the best Air Force wife in history. My wife Donna is a career GS employee. She knows the Air Force and loves it I believe as much as anyone I’ve worked with. I have two daughters. One is 21 and is in San Antonio going to school. Another one is 18 and came with us. She’ll start school here in a few weeks. They’re the joy of my life!

**PA: What are your hobbies?**

**CS:** I love sports. I love history whether it’s studying it or participating in it. When I was in Europe both times I spent quite a bit of time studying World War II history and other historical facts about the area I lived in. I had the opportunity to study the Battle of the Bulge and the battlefields and the Normandy beaches. I even developed tours that I would take people on.

**PA: What are your goals as NAF command chief?**

**CS:** I hope to strengthen our NCO corps and help them develop that next generation. Each of us has a limited amount of time in our nation’s service. That time needs to be spent making sure we’re well prepared to meet the missions we’re faced with from day to day. In most places you’ll find that people are technically profi-

cient and capable of doing the jobs we’re asking them to do. Where we find people falling short on occasion is investing in developing the people who will take their place.

Our Air Force is very much a family. Strengthening the bonds that keep us together and encouraging people to take care of one another is crucial to our long term success. We are entrusted with other people’s teenagers. We have to remember that every Airman we come in contact with is somebody’s son or daughter and we owe them our best. We also expect their best in return.

**PA: Is there anything you’d like to say to the 8<sup>th</sup> Air Force family?**

**CS:** I couldn’t be more honored to have the opportunity to contribute to this great command. Our Air Force and our nation need every one of them to guarantee the freedom we enjoy is inherited by successive generations. Personally, I’m a very tiny piece of it. I’d like my fellow chiefs to know I really appreciate their service, but that goes for every single person in this command. I am deeply appreciative of those who choose to serve. It doesn’t matter if they serve four years, eight years, 20 years or 30. I honor that choice and I’d like to thank them for that.



# Team gives polish to 8th AF mission brief

By Tech. Sgt. Jeff Loftin  
8th Air Force Public Affairs

The concept of having a dedicated team that specializes in one task is a tried and true route to quality. In the military it has proven effective time and time again. From units that specialize in fuels, to units who specialize in maintenance the military is no stranger to dedicated teams.

This concept played a major role in the creation of the new 8th Air Force Command Briefing Team.

The team was started in April by the 8th Air Force director of staff to brief dignitaries and local leaders about the numbered Air Force.

"In the past whenever the need for someone to be briefed came up it typically fell to the commander's action group," said Tech. Sgt. James Hofsiss, of the 8th Information Warfare Flight. "I guess it was Col. (Stephen) Huffman (director of staff) who came up with the idea

that we have a lot of people here at headquarters who are capable of giving this briefing who could use the exposure, the recognition and the visibility. Why not get a group of people together that are familiar with the briefing, who have given the briefing, Col. Huffman has heard them give it and knows they can do a good job."

Selection to the team means getting the honor of representing 8th Air Force to groups of distinguished visitors.

"They get visibility. They're typically briefing some pretty important people: politicians, visiting officers, folks from Washington," said Sergeant

Hofsiss of the team members. "You get recognition. That's obviously a bullet for your performance report. You also get the experience of public speaking – standing in front of some pretty important people and briefing them on the 8th Air Force mission. You

*"They're typically some pretty important people: politicians, visiting officers, folks from Washington."*

*Tech. Sgt. James Hofsiss*  
8th Information Warfare Flight



Photo by Tech. Jeff Loftin

**Tech. Sgt. James Hofsiss, of the 8th Information Warfare Flight, practices the 8th Air Force mission briefing.**

get to meet some interesting people who working here at 8th AF you might not get the opportunity to meet and shake hands with."

Sergeant Hofsiss had one such experience after he became one of the team's first members.

"I briefed the Council on Foreign Relations which was kind of neat because I like to read political commentary," he said. "One of the folks on the Council on Foreign Relations was a man named Max Boot, a historian and political commentator. I had read a lot of his articles and work over the years. He came with the Council on Foreign Relations team. I

got to meet him briefly. For me that was a high-point. I got to meet someone I admired their work for a while."

Team members also brief newly assigned personnel to Barksdale giving them an introduction to the NAF and all its capabilities.

Selection for the team is based on the person's ability to give the scripted 20-minute briefing well. Applicants first give the briefing to members of the commander's action group. Members of the CAG give them pointers to help them polish their delivery. Then, applicants give the briefing to the director of staff, who makes the final decision.